

Sea Warrior

Sea Warrior is the Navy's commitment to the professional growth and development of our Sailors for the 21st Century. Sea Warrior is a single integrated system, the lynch pin in concept and in execution, providing the description of a job, an individual, and bridging the difference between the two. Integral to the Navy's Strategy for our People, Sea Warrior will enhance warfighting performance by ensuring that we identify the right person, at the right place, with the right skill, at the right time, attaining the best value. Building on the Human Systems Integration principles (human factors engineering, personnel, habitability, manpower, training, environment, safety and occupational health, and survivability), the Human Systems Integration Functional Group of the Virtual Systems Command teamed with the Sea Warrior Enterprise Task Force to successfully integrate the Sea Warrior and SEAPRINT (Systems Engineering, Acquisition and Personnel Integration), concepts within the systems engineering process. Sea Warrior combines a continuous career management, growth and development centered perspective on the Sailor (active and reserve) and civilian workforce that is critical and relevant to the Navy's overall mission. Mission accomplishment through active participation by the Navy's force of professionals is the key concept of Sea Warrior.

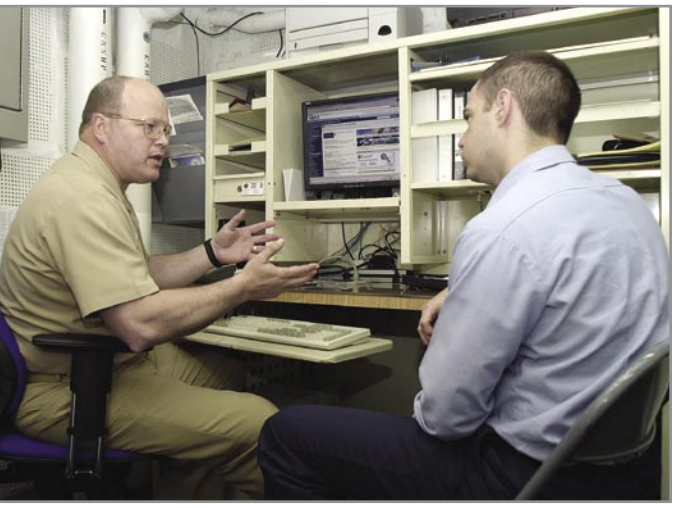
TOTAL FORCE MANAGEMENT

As the Navy becomes more technology-intensive vice manpower-intensive, we have been able to leverage new advances in platform (e.g., ships) and system design to shed non-essential functions and improve productivity and warfighting readiness.

Navy is refining the shape of the force and skill mix to provide the high-tech specialized skills needed to respond to new technology and new missions.

The Revolution in Training shifted training priorities from system-centric training solutions to a Sailor-centric human performance approach. Solutions now focus on precise skills and competencies (skill objects) required of a Sailor to perform in complex operational environments on optimally manned platforms and systems. Successful integration of Human Systems Integration in acquisition demands top down, total systems, functional analysis process that determines specific functions and tasks (attributable to hardware, software, and humans) and defines the skills required to perform the human tasks. This enables the Navy to improve

human performance, develop measurable human performance metrics and tailor human performance solutions to meet new and emerging mission requirements. The Integrated Learning Environment enables Sea Warrior and Human Systems Integration (SEAPRINT) to deliver knowledge to Sailors when and where it is needed, improving individual, team performance and mission readiness.



INTEGRATED LEARNING ENVIRONMENT

The Integrated Learning Environment provides four primary services:

- **Individual learning plans derived from validated training requirements**
- **Delivery of essential learning and performance support content**
- **Sailors accessing learning content, ashore and afloat**
- **Performance assessments**

The Navy Enterprise, including Acquisition Program Executive Officers and Program Managers, can leverage Sea Warrior and Integrated Learning Environment capabilities to produce financial and performance benefits, reduce development/life cycle costs (e.g., manpower, training content, learning management system, delivery environment redundancies) while providing increased operational readiness and enhanced warfighter performance. Most ship acquisition programs include a requirement for an onboard training delivery system and often build redundant learning management and content delivery system capabilities that already exist. The NAVSEA 03 Distance Support Program is working with the Sea Warrior/Integrated Learning Environment team to include Navy Knowledge On-Line (NKO), Five Vector Model (5VM), Learning Management system (LMS), learning content management and delivery, Electronic Training Jacket (ETJ), and Career Management System (CMS) features. While one size may not fit all requirements, it is in the Navy's interest to fully examine current funded Sea Warrior/Integrated Learning Environment capabilities as a necessary input prior to new development.

As Sea Warrior and the Revolution in Training transform our manpower, personnel, and training business processes, we must fully integrate these processes in the acquisition of our new systems and platforms.

Balancing the Force profile with quality people, both within and among ratings (skill and experience mix), is a primary focus of the Navy's Strategy for our People. Additionally, technological advances in Navy systems require higher quality and more experienced Sailors to succeed in a more complex environment. These efforts to correctly align the skills and experience will enable the Navy to better meet emerging requirements from the Global War on Terrorism, successfully continue the missions in Iraq, and accomplish future mission requirements.

Continued emphasis on recruit quality and priority rating requirements has ensured a strong inventory from which to shape and transform Navy manpower. The Selective Reenlistment Bonus (SRB) continues to be the single most successful tool for shaping the enlisted force. The employment of the Perform-to-Serve Program for First Term Sailors has enabled better alignment of personnel and encouraged migration into undermanned critical skills. Within the officer corps, targeted programs such as Nuclear Officer Incentive Pay, Surface Warfare Officer Career Incentive Pay, and Aviation Incentive Pay continue to enable retention of critical URL officers and ensure adequate manning levels at specific career points.

We have made great progress toward shaping the force profile and aligning personnel inventory to requirements at all points along the length of service. However, additional effort is needed as we transform the force. Transformation challenges will require even greater focus, energy and resources in recruiting, training and retaining the highest quality professionals. The Navy must continue to commit the necessary resources to minimize personnel gaps, which will become critical in achieving a culture of readiness and rapid response. Future success in retention of high quality officers and Sailors will require Navy's continued strong commitment to targeted retention incentives.

MANNING NEXT-GENERATION WARSHIPS

As the Navy to constructs new warships such as DD(X) and LCS, conserving affordability and still maintaining the highest operational effectiveness have generated a holistic, system-of-systems approach to minimize total ownership costs throughout the lifetimes of these future warships. Indeed, optimizing DD(X) and LCS crews has meant that these programs started with a "clean sheet-of-paper" approach to surface warship manning. In light of this, the Navy is approaching the future Surface Combatant Family of Ships programs with the Sailors' needs and capabilities fully taken into account, up front, in systems and ship design, well before construction begins.

In order to ensure that these and other new-platform programs' optimal-manning goals can be met, the Navy is addressing the need for changes in manning and training processes and policies to take full advantage of system automation and improvements in shipboard processes. To that end, manpower specialists are working closely with engineers, scientists, researchers, and designers to ensure that they are taking a human-centered approach to meeting manpower and warfighting requirements. Likewise, training experts are focusing on the expectation that Sailors walk onboard a future DD(X) as "full-up rounds," already fully qualified to do their jobs in an individual and team-centered approach. This philosophy is shaping the Navy's approaches to LCS, DD(X), and CG(X) warships, and has application throughout the service. Indeed, the need to address current and future training needs was the focus of the CNO's Executive Review of Navy Training (ERNT), completed in the summer 2001.

SEAPRINT

SEAPRINT (Systems Engineering, Acquisition and Personnel Integration), the Navy's Enterprise approach to Human Systems Integration, provides a proactive approach to defining, developing and managing the future Naval Force. SEAPRINT is a clearly articulated approach that includes specific program management controls and a technical process designed to ensure that human considerations are adequately and timely addressed in system development. The goal of SEAPRINT is to achieve mission success through maximizing human performance while minimizing life cycle costs. SEAPRINT supports the *Sea Power 21* capability pillars (Sea Shield, Sea Strike, and Sea Basing) and provides linkage between these and the enabling pillars (Sea Warrior, Sea Trial, and Sea Enterprise).

SEAPRINT programs engage Manpower, Personnel, Training and Education (MPT&E) components in capability definition and system development activities. This allows systems engineers, specifically human factors engineers, to trade-off system design features (such as automation) with manpower, personnel and training requirements. The result is a better balance between mission capability, total force management and life cycle cost.

SEAPRINT is rooted in DoD policies and processes, and addresses human capability requirements in terms of knowledge, skills and abilities. As other Services embrace a similar approach, SEAPRINT can be a foundation for a DoD-wide approach HSI and total force management. A SEAPRINT-like approach applied across DoD could facilitate an integrated DoD workforce management strategy.

RECRUITING

The mission of Navy Recruiting is to attract high-quality men and women into the enlisted and officer programs for the U.S. Navy, its active and reserve components.

Commander, Navy Recruiting Command (CNRC) is in the midst of a multi-year transformation initiative focused on maximizing organizational effectiveness and efficiencies. The consolidation effort is integrating the Active and Reserve component recruiters and their processes. The restructuring effort is producing savings by eliminating excess overhead while executing the Base Realignment and Closure (BRAC) 2006 realignments. The current plan calls for all recruiting activity, both active and reserve, to be consolidated from four regional and one functional command into two regional commands. Recruiting Districts will be reduced from 31 to 26. Additionally, CNRC is executing the MPT&E realignment which will produce greater process efficiencies.

The Navy's recruiting efforts are focused in several areas, all designed to provide the fleet with the highest quality recruit with specific requisite skill sets needed by the Navy to win the war on

terrorism, deter aggression, preserve freedom of the seas, and promote peace and security.

Major recruiting program components include field recruiters with associated support, local and national advertising, and enlistment incentives.

The "One Navy" recruiting team is currently on a very successful run of meeting active duty accession and new contract goal for the past 53 months as of December 2005. Navy recruiting finished FY 2005 accessing 37,703 active duty recruits against a target of 37,635.

In FY 2005, CNRC continued to increase recruit quality, as 96 percent of enlisted accessions were High School Diploma Graduates (HSDG), 70.4 percent scored above the 50th percentile on the Armed Forces Qualification Test (AFQT), and 11 percent had at least 12 semester hours of college prior to joining the Navy. The mission success has led to 58 percent of FY 2006 accession mission already identified and in the Delayed Entry Program (DEP) at the beginning of this fiscal year. Recruits in the DEP learn physical fitness and Navy knowledge, allowing them to be better prepared for Recruit Training. Focused leadership and training in the DEP has had a positive effect on RTC attrition.

Recruiters face significant challenges. We are in a difficult recruiting environment due to an expanding economy producing low unemployment rates, declining propensity for influencers to recommend military service and an increase in quality standards. The youth market is shrinking. Seventy-two percent of its target population is ineligible for military service due to drugs, medical, legal issues and quality standards.

A very big part of Navy Recruiting success is traditionally due to the support received from citizens who influence young Americans, i.e., educators, youth workers, and various Friends of the Navy organizations (Navy League, Fleet Reserve Association, etc). This support is trending lower.

In a very competitive market for qualified diversity applicants, Navy recruiting continues to pursue and succeed in its attainment of African-American, Hispanic, and Asian Pacific Islanders/Native American recruits. Diversity recruits who had above average test scores rose in FY 2005 and diversity officer accessions increased by seven percent.

RETENTION

The Navy established the "Development of 21st Century Leaders" as one of its top three priorities, with the *Sea Power 21* vision focused on creating a Navy in which all Sailors are optimally assessed, trained, assigned, and sustained. This is routinely emphasized to all levels of Navy leadership, as is the strong commitment to readiness and quality of service. Positive, personalized leadership and mentoring combined with a variety of innovative programs have resulted in appreciable increases in aggregate reenlistment rates in FYs 2001-2005. This has been most noticeable among the critical first-term enlistment population where the reenlistment rate increased by 12 percent. This record setting reenlistment rate demonstrates the combined effects of leadership involvement in professional development, expanded reenlistment bonuses, enhanced special and incentive pays, increases in advancement opportunity, and significant quality of service improvements.

CENTER FOR CAREER DEVELOPMENT

One of the most successful elements in supporting the Navy's battle for people is the Center for Career Development (CCD). Established in 2000, CCD has become the centerpiece of the Navy's focus on retention. CCD collects feedback from the fleet and acts as the conduit for integrating their issues in the formulation of retention policy. It funnels energy and resources toward meeting retention challenges and provides the fleet with the necessary tools to strengthen retention efforts. These tools include enhanced professional training for Navy career counselors and retention teams, career management symposiums for Sailors and their families, and comprehensive, easy-to-use interactive products using the latest information technology. Career management symposiums are an excellent example of how aggressively the Navy is engaged in the fight to keep high-quality Sailors. The symposiums take a multi-pronged approach to educating Sailors on their career choices. For example, it provides Sailors with direct comparisons of total Navy compensation with that of civilian counterparts. They also provide an opportunity for Sailors to meet face-to-face with detailers who can discuss career options, conduct community status briefs, and even negotiate orders. Perhaps most importantly, CCD provides career management briefs to leadership teams, Navy leadership schools and quarterly "CNO's Best Retention Practices" messages to share Fleet retention initiatives. Since its inception, the CCD has visited 157 locations, interacted with more than 173,000 Sailors and family members, and convinced over more than 2,000 Sailors to reenlist who would have otherwise separated at the end of their obligation.

SELECTIVE REENLISTMENT BONUS

The Selective Reenlistment Bonus (SRB) program directly supports the Navy's Strategy for our People by focusing enlisted retention efforts on highly trained and specially qualified personnel, operating in those skills that are critical to a lean, high tech, sea-centric force. In FY 2004, SRB was applied to only 17 percent of active Navy enlisted skill sets; however it resulted in 13,649 reenlistments (41 percent of all Navy reenlistments). These reenlistments were not only for service contracts 1-2 years longer than the majority of Navy reenlistments, they were also in the specialized skills and levels of seniority that the Navy must maintain and in some cases (e.g., special warfare) increase, even as the non-SRB and traditional support skills are targeted for reduction.

As the Navy progressively becomes leaner and more dependent on technological advancements, retention of highly trained, technologically skilled Sailors becomes more critical. The inherent flexibility and responsiveness of the SRB program enables Navy to proactively stay in front of projected changes in evolving Fleet skill-mix requirements. Future success in retention is contingent on the Navy's continued strong commitment to SRB and development of additional incentives that make the Navy the employer of choice for a highly technical workforce operating in an increasingly demanding work environment.

THE NAVY RESERVE

The Navy Reserve was an active participant in the Global War on Terrorism in 2005, with more than 5,800 Navy Reservists mobilized in support of worldwide operations during the course of the year, maintaining a mobilized force presence of about 3,300—including Marine Corps medical support, overseas port security, port cargo handling operations, logistic airlift support, Combatant Commander staff augmentation, and CONUS force protection. The Navy Reserve is demonstrating its relevance on a daily basis and, by adapting to a changing world, will remain a key part of tomorrow's Navy.

QUALITY OF SERVICE

The mission of Navy Morale, Welfare, and Recreation (MWR) is to provide high quality support and recreational services that contribute to retention and readiness by improving the mental, physical, and emotional well being of our Sailors. MWR enhances Quality of Service for Sailors and their families by providing a variety of programs promoting recreation, social, and community support activities on Navy facilities worldwide. MWR programs provide active-duty, reserve and retired Navy personnel and their families with sports and physical fitness activities, outdoor recreation, value priced tickets to entertainment and tours, and a variety of food and beverage services. Additionally, child development and youth programs provide safe, affordable and quality childcare for almost 47,000 children of Navy families.

DEPLOYED RECREATION

Navy MWR also provides direct support to Commanders deployed in support of the nation's war on terrorism. Every ship is outfitted with a full complement of state of the art fitness, recreation and library equipment. Afloat recreation and fitness coordinators are embarked with many deployed aircraft carrier strike groups and expeditionary strike groups to provide physical fitness and stress-relief opportunities, significantly contributing to improved readiness and morale. As an added benefit, Sailors at sea and in remote forward areas have a large library of movies and are now seeing motion pictures within a very short time after their release in theaters stateside.

FAMILY SUPPORT

On the home front, the Navy's Fleet and Family Support Program (FFSP) ensures Sailors and their families are ready to meet the challenges of deployments by providing pre-, mid-, and post deployment programs for use by unit commanders. FFSP is also enhancing its spouse-employment program by providing career training and expanding linkage to employment opportunities. Other major FFSP programs include personal financial management, family advocacy, transition assistance, relocation assistance-crisis intervention, and individual, marital and family counseling, all of which have a direct and positive link to readiness. FFSP programs are accredited by Navy-wide system of quality and service delivery standards. FFSP programs are delivered at 55 sites worldwide. The Navy has augmented current center-based services by offering Navy One Source, a contract information and referral service, to expand support services to members and families of reserve, recruiting and remote assignment personnel and those requiring "24/7" access by toll-free 1-800 phone and internet information services.

KEY SEA WARRIOR PROGRAMS

CNATRA Naval Aviation Training Aircraft

Description

Commander, Naval Air Training Command's (CNATRA) mission, the on-time delivery of aviators (USN/USMC/USCG pilots and military flight officers) trained with leading edge technologies, is key to affordable fleet readiness and *Sea Power 21*. CNATRA's training aircraft inventory include the T-34C TurboMentor, T-6A Texan II, TH-57, T-2 Buckeye, T-45 Goshawk, T-44A Pegasus, TC-12 Huron, and the T-39 Sabreliner.

The first aircraft that all aspiring future USN/USMC pilots and flight officers fly is the T-34C TurboMentor (pilots) and the T-6A Texan II (flight officers). The T-34 started its Navy career in 1977 and has successfully and honorably completed its service at NAS Pensacola where it was a primary training aircraft for student Naval Flight Officers (NFOs). While still in use at NAS Whiting

Field and NAS Corpus Christi, the TurboMentor is scheduled to be replaced with the T-6A Texan II in FY 2011 at Whiting Field and FY 2015 at Corpus Christi.

The T-6A Texan II is one component of the Joint Primary Aircraft Training System (JPATS) along with simulators, computer-aided academics, and a Training Integration Management System (TIMS). The aircraft, built by Raytheon Aircraft Company, is a derivative of the Swiss Pilatus PC-9 aircraft with a Pratt & Whitney PT-6A-68 engine, digital cockpit, Martin-Baker ejection seats, cockpit pressurization, and an onboard oxygen-generating system. In FY 2007 the Navy will resume full-scale procurement of the T-6.

The T-2C Buckeye is used for the tactical maneuvering portion of Strike/Strike-Fighter NFO training at NAS Pensacola. Designed in the mid-1950's, the Buckeye is scheduled to be divested by FY 2010 and it will be replaced by the T-45 Goshawk. The T-45 Goshawk, the Navy version of the British Aerospace Hawk aircraft, is used for the intermediate and advanced portions of the Navy/Marine Corps pilot training program for jet carrier aviation and tactical strike syllabus. Upgrades to the T-45 include converting all analog cockpits (T-45A) to digital cockpits (T-45C), resolving an engine surge issue to make the aircraft more fuel efficient and safer to operate, and extending service life until 2030. The T-45 is currently in production, and the Navy is scheduled to procure aircraft through FY 2007.

The TH-57 Sea Ranger, a derivative of the commercial Bell Jet Ranger 206, is the Navy's sole advanced rotary training platform used at NAS Whiting Field. Upgrades to the TH-57 currently underway include energy attenuating seats, exceedence warning systems and a digital cockpit, guaranteeing aircraft availability and relevance to 2025.

The T-44A Pegasus and the TC-12 Huron are both twin-engine, pressurized, fixed-wing aircraft that are used for intermediate and advanced training for multi-engine aircraft. Future upgrades to both aircraft include wing wiring (T-44A), simulator visual upgrades (T-44A) and digital cockpits (T-44A/TC-12).

The T-39 Sabreliner is a multipurpose low-wing, twin-jet aircraft that has been in Naval service since the early 1990's. The primary mission of the Sabreliner is to conduct intermediate and advanced training for Strike/Strike-Fighter NFOs. The T-39 will also be replaced by the T-45 in the NFO syllabus.

CNATRA has recently charted a course to revolutionize NFO training by utilizing the T-6, the T-45C with Virtual Mission Training System, and high fidelity simulators to train future NFO's. This new training program will capitalize on cutting edge technologies, while allowing the Navy to divest two aging platforms (T-2, T-39). The new program is planned for IOC at NAS Pensacola in FY 2010.

Status
T-45 and T-6 currently in production. T-45 procurement planned for six aircraft in FY 2006, 12 in FY 2007, to meet inventory requirement of 223. Line shutdown scheduled for FY 2008. U.S. Navy procurement of the T-6 scheduled to resume with 21 aircraft in FY 2007 and 48 in FY 2008. Planned inventory objective is 328 aircraft.

Developers
T-6: Raytheon; Wichita. Kansas
T-45: Boeing; St. Louis, Missouri

Electronic Military Personnel Record System (EMPRS)

Description
EMPRS is the Navy's solution to the DoD initiative to standardize military personnel record management. It is a digital image-based record management system serving as the repository for all active, reserve, and retired Navy officer and enlisted records. EMPRS supports the functions of career management, promotion, assignment, casualty management, mobilization, and readiness. It is also used to satisfy personnel data requests by local, state, federal, and congressional agencies. In the future, the military personnel record will be expanded to include business functions and processes supporting the entire military personnel lifecycle, with an infrastructure permitting multiple levels of access to that record (e.g., corporate, field, member). This will move EMPRS significantly towards a "paperless" environment that can be managed across multiple networked architectures (e.g., WWW, LANs, WANs, MANs). Corporate record management, enabled by EMPRS, NSIPS, and eventually DIMHRS will allow the appropriate Functional Area Manager (FAM) of a particular personnel function and the member to update and view content of the military personnel record.

Status
EMPRS began a technology refreshment project in March 2003. The more stable, reliable, and flexible system is in place to support personnel management functions in both DIMHRS and Sea Warrior initiatives. Major components of the upgrade include IBM Content Management, eRecords COTS applications, and EMC storage equipment. The system includes the capability to "failover" operations to a geographically separate location in the event of an emergency in the prime operational location.

Developers
SAIC; Huntsville, Alabama
CACI International; Arlington, Virginia
IBM; Bethesda, Maryland